

DoD Perspective on Environmental Management Systems: *Enhancing Mission Performance*



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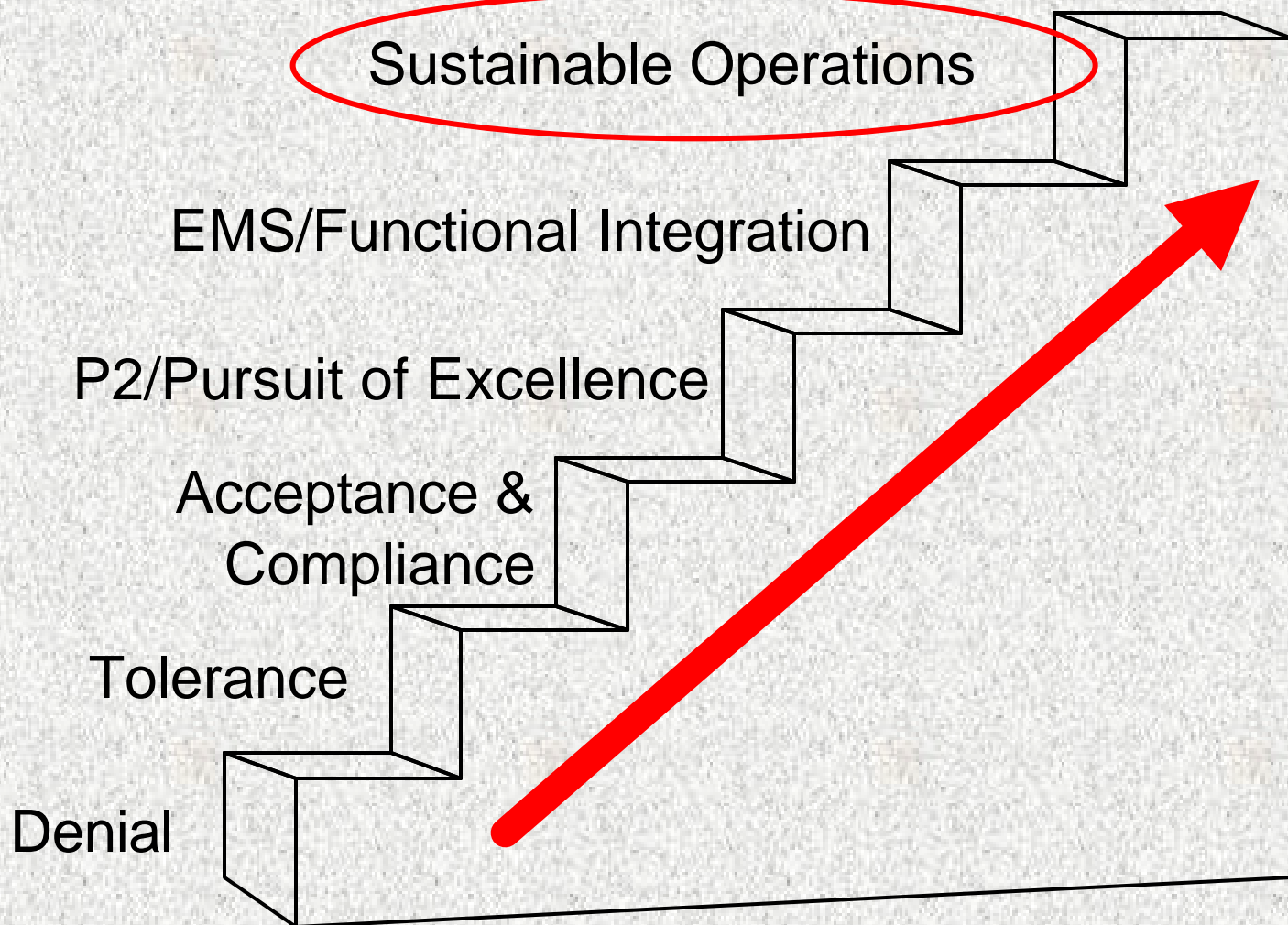


Overview

- ❖ **Goal: Sustainable Operations**
- ❖ **Leadership Perspective on EMS**
- ❖ **EMS in DoD**
- ❖ **Partnership**



Evolution of Environmental Management





Sustainable Operations

- ❖ **... Ensure that mission activities today do not undermine the conditions necessary for future national security operations**
- ❖ **We share a stake in national security and the future environmental performance of our nation**
 - **Sustain operations**
 - **Sustain the environment**
 - **Sustain community support**



Leadership Perspective

Mr. James Connaughton,

Chairman, Council on Environmental Quality,

- ◆ Looking for “wholesale” implementation of EMS’s
- ◆ Federal Environmental Executive (FEE) priority

Mitchell E. Danials, Jr,

Director, Office of Management and Budget

- ◆ “The Federal government must be a leader in using this tool of effective management.”
- ◆ “... make EMS a priority at all levels of your agency.”



Management System Common Denominators

Management System Elements

Fundamental Needs of Healthy Organizations

Leadership Commitment



Motivating Force

Policy, Planning, Goals
and Objectives



Direction

Accountability and
Measurement



Performance Toward Goals

Checking and Corrective
Action



Process Improvement

Management Review



Diagnosis and Re-vectoring

Bottom Line: Continual Improvement in Mission Performance



Internal EMS Drivers

Quadrennial Defense Review (September 2001)

- ◆ Modernize business processes
- ◆ Employ strategy-driven risk management

Joint Vision 2010 and 2020

- ◆ Mandate for interoperability -- “We must be fully joint”
- ◆ Anticipate flat budgets, higher O&S costs, more costly readiness & modernization
- ◆ American people expect greater efficiency in protecting lives and resources while accomplishing mission
- ◆ Commanders Will be Expected to Reduce:
 - Costs
 - Environmental disruptions [resulting from] training
 - Collateral damage in combat

Our policies must support the commander in the field



External Drivers

- ◆ **Recognized Best Practice - ALCOA, DUPONT, Lockheed Martin...many others**
- ◆ **Growing International Expectation: Quality (ISO 9000), Environment Management Systems (EMS) (ISO 14001)**
- ◆ **Executive Order 13148**
- ◆ **Expert Consensus*:**
 - **“Compliance” Programs Show Diminishing Return**
 - **Quality-Based EMS’s are “Win-Win:”**
 - **Enhance Business [Mission] Performance**
 - **Enhance Protection of Environment**

*Source: PricewaterhouseCoopers Endowment for the Business of Government (Grant Report, Nov 2000)



Rationale for EMS in DoD

Mission-driven environmental challenges

- ◆ Cost of compliance
- ◆ Encroachment
- ◆ UXO

EMS is a mission-enabler...its good business

- ◆ Systematic identification and reduction of risk
- ◆ Integrates environmental management with overall management
- ◆ Leverages environmental people and programs to enhance mission



DoD EMS Policy

- ◆ **Signed on April 5, 2002**
- ◆ **Requires EMS across all missions, activities, and functions**
- ◆ **Encourages complementary systems for safety and health**
- ◆ **Allows for 3rd party registration when beneficial to mission**



Key Elements of DoD EMS Policy

- ◆ **Public commitment to environmental compliance, pollution prevention, and continual improvement of the management system;**
- ◆ **Integrated planning, including goals and targets for reducing environmental impacts and supporting mission priorities;**
- ◆ **Operations to assure attainment of those goals and targets, and training to ensure individual competence and responsibility;**
- ◆ **Procedures for self-evaluation and corrective action, and including identified needs in budget processes;**
- ◆ **Periodic review of the management system by senior leadership**



DoD Culture Change: Integrating Environment with Mission

Two Culture Changes Essential for EMS in DoD:

◆ Core Mission Process Owners

- Accept “Ownership” of Environmental Risks
- Understand The True “Cost to Mission” of Environmental Risks
- Manage Mission to Reduce Environmental Risks

◆ Environmental Support Organizations

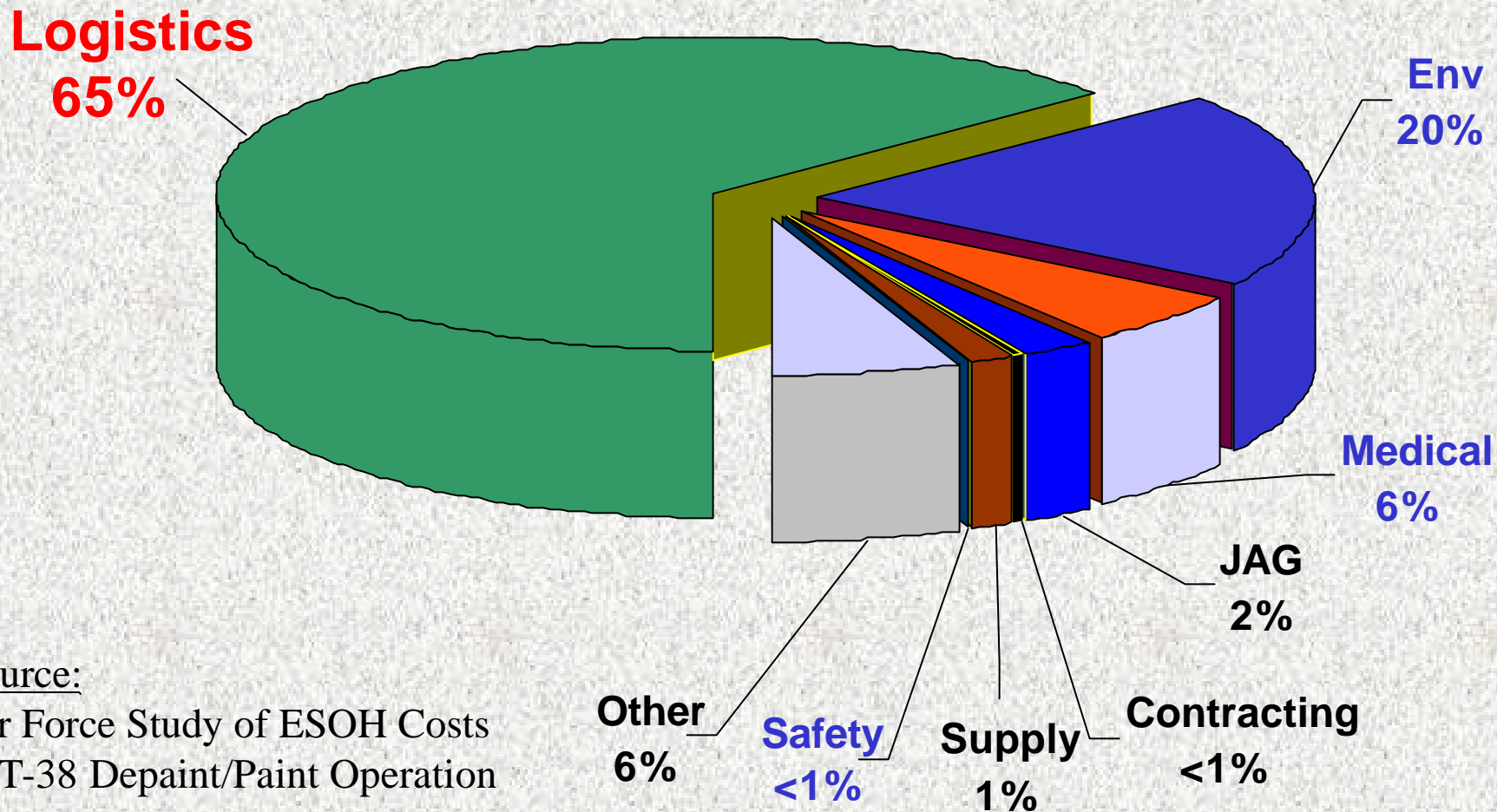
- Understand Mission Activities and Needs
- Focus “Services” on Mission Enhancement
- Tailor Support to Meet Process Owner Requirements

Culture Change Takes Time and Active, Consistent Leadership Commitment



Direct Cost of ESOH Support: *The Tip of the Iceberg*

Logistics pays \$3.25 for “ESOH” for every \$1.00 spent by Environmental



Source:

Air Force Study of ESOH Costs
in T-38 Depaint/Paint Operation



Most EMS Elements Already In-Place Across DoD...

...Our challenge is to make them function systematically by

- ✓ **Establishing leadership commitment**
- ✓ **Institutionalizing environmental goals, objectives, accountability and performance measurement across all functional areas**
- ✓ **Establishing EMS audits**
- ✓ **Improving management review and feedback**



What Do You Need to Do?

Region IV Pollution Partnership

- ✓ Centralized Training
- ✓ Actively Participate

What Should you be doing?

- ✓ Get Training
- ✓ Start Gap Analysis
- ✓ Update Documentation
- ✓ Update Audit Process
- ✓ Update Training Program – Focus on Mission/Operations



Opportunities for Partnership

- ◆ **Consistent message on EMS: internal and external leadership support**
- ◆ **Incentive programs for EMS**
 - **State**
 - **Federal -- EPA *Performance Track***
- ◆ **Ensuring “quality” EMS implementation**
- ◆ **Sharing lessons-learned and best practices**
- ◆ **Multi-State Work Group (www.mswg.org)**



Summary and Conclusion

- **EMS is a “win-win” for environment and mission**
 - **Excellence in environmental management**
 - **Continual improvement in mission performance**
- **Recognize and build on positive correlation between mission and environmental performance**
- **Institutionalize EMS**
- **Establish and leverage partnerships**

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